EVALUATION STATEMENT
GS-13 PROJECT MANAGER

1. REFERENCE:

OPM PCS, Civil Engineering Series, GS-810, Part IV, June 1966.

2. GRADE DETERMINATION:

a. INTRODUCTION:

The project manager in the Corps of Engineers is responsible for managing the project from planning to completion. The Project Manager integrates all the processes and functions involved in the project, including planning, engineering, design, construction, and other technical functions. The position must coordinate actions and decisions with these elements, resolving conflicts and settling issues arising by dealing with technical managers who are responsible for their technical phase of the project. The PM is responsible for the overall quality of the project, assuring that the technical quality meets the expectations of the customer. In addition, the manager is responsible for assuring that the project meets schedule, cost and scope objectives established through negotiations with the customer and included in the Project Management Plan. This involves coordination and negotiation with customers and political entities affected by or affecting the project. The project manager allocates funds to all elements of the project and assures that costs do not exceed projected allocations. The PM is the primary point of contact between the District and external entities affected by the project. He manages through a matrix management process, controlling schedules and costs while individuals involved are supervised by their technical elements.

b. DETERMINATION OF STANDARD:

In absence of a directly applicable standard for measurement of matrix management, GS-810, Part IV is determined to be appropriate for comparison. The standard measures the job by three factors, scope and complexity of facilities, range of facilities engineering and level of responsibility. While the standard is written to apply to "constructed facilities", it is intended to measure positions "which may have responsibility pertaining to any or all phases of the engineering of facilities, such as the following: initiation of technical and economic feasibility studies, development of proposals for work and budget approval, planning and design, construction, and maintenance." Subject job, in performing the full range of project management, transcends these functions and can be measured by application of the standard with due consideration for those matrix management responsibilities not measured by the standard.

c. APPLICATION OF STANDARD:

Scope and Complexity of Facilities

(1) The scope and technological characteristics of the facilities

The facilities for which the project manager has responsibility are complicated by major technical engineering issues, representing a high incidence requirement for special equipment, materials, and design features. These include major training facilities, research facilities, medical centers/hospitals, power plants, national test facilities, or major locks and dams. For environmental projects, facilities may include heavy metal sediment stabilization, hazardous landfill closures, chemical waste containment, etc. These facilities meet and in some cases exceed those described at the GS-13 level in the standard in example 1, p. 62: “The facilities support a considerable variety of activities, and range from administration, barracks and service facilities to hospitals, laboratories, wind tunnels, airfields, and family housing with appurtenant community facilities." They also are characteristic of those at example 2, p. 63: “The projects included range from local protection works (such as levees and channel improvements) to major multiple purpose projects (usually including facilities for power production, flood control, navigation, water supply, fish and wildlife preservation and recreation)."

(2) Number and diversity of organizations involved

There is an extensive diversity/number of organizations involved in the management of projects. These include multiple local sponsors /customers, Federal, state and local government agencies, business and industry groups and private citizens. This extensive diversity/number clearly meets example 1 for the GS-13 level, p. 62 and example 2, p. 63.

(3) Range of jurisdictional control over facilities

The projects managed involve a complicated maze of jurisdictional controls with frequently conflicting interests of Federal, state and local government agencies which, for military projects, involve DOD components (Army, Air Force, Defense agencies) as well as component MACOMs and state/local government jurisdictions where the installation is located. Civil and environmental projects involve other Federal agencies (Energy, Interior, Agriculture, Transportation, Commerce, and others), a multitude of state/county/municipal and multi-county water control and/or conservation district customers/sponsors. These extensive jurisdictional relationships involving multiple sponsors/customers and/or extending over a considerable geographic area substantially meet examples 1 and 2 for the GS-13 level, p. 62-63: “..coordinates the program for planning, designing and constructing facilities for one of the military services in an area of several states" and “responsible for program development, control and conservation, in a watershed area covering portions of several states." Although some projects are within the boundaries of one state (i.e., California, Texas), the multitude of agency/county/local jurisdictional controls are significantly more extensive than an entire region of several states.

(4) Degree of urgency and/or public interest associated with projects or programs

Projects involve a high degree of urgency and public interest. Projects normally impact the local economy and frequently affect the economy of a sizeable geographic or population area. This urgency and interest requires the project manager to obtain the cooperation of other agencies and state/local government entities, frequently defend current schedules and funding and make decisions involving judgments based on significant experience. The nature of this urgency and public interest somewhat exceeds examples 1 and 2 at the GS-13 level pp. 62-63: "The engineer must provide guidance and information to, and obtain the cooperation of officials of the military agency served, a variety of governmental officials and groups in the states and localities that have jurisdiction over economic planning, land use, utilities operations and services in areas where facilities are located…" and "The engineer must consider and coordinate many elements relating to budget and funds requirements and availability of engineering resources."

Based on comparison to cited examples, Scope and Complexity of Facilities is determined to fully meet the GS-13 level.

Range of Facilities Engineering Activities Managed

The range of facilities engineering activities managed includes the phases of planning, developing, designing, constructing, and directing engineering projects of considerable scope and complicated by their diversity, geographical area, management demands, technical intricacies, and public issues. This range of activities clearly meets the GS-13 level as described in p. 61, "The GS-13 level is typified by full responsibility for development and/or coordination over a broad range of facilities engineering activities, covering a variety of complex facilities in a sizeable geographic area." Subject job substantially exceeds the description for the GS-12 level described at p. 59, in which the range of activities is limited to construction, "At the operating level of a construction agency, coordinates construction activities for a few large projects (such as for a multiple purpose dam, power plant, reservoir, and associated relocation and construction of utilities and community facilities) or for an extensive group of smaller projects (such as levees, channel improvements, bank stabilization, flood control reservoirs, and floodways)."

Based on comparison to cited examples, the range of facilities is determined to fully meet the GS-13 level.

Level of Responsibility

Subject job manages projects in a District. This is determined to meet definitions of "operating level" in a "construction agency". The project manager applies an extensive

Knowledge of management concepts, principles, methods and practices as well as methods, practices and processes of engineering and science disciplines. The project manager is fully responsible for projects managed and carries out assignments subject to review for achieving results. This level of responsibility meets the GS-13 level as described in p. 61, "The GS-13 engineer receives assignments on the basis of recognized competence, demonstrated through considerable experience related to the area of assignment. He is subject to very general supervision, his work being judged mainly for achievement of productive results."

Based on comparison to cited example, the level of responsibility is determined to fully meet the GS-13 level.

d. CONCLUSION

Based on the determination that the scope and complexity of facilities for which the job has engineering management responsibility, the range of facilities engineering activities managed and the level of responsibility assigned all fully meet the GS-13 level described in cited standard, the job is graded at GS-13 level.